

April 3, 2014

**Los Angeles County
Board of Supervisors**

Gloria Molina
First District

Mark Ridley-Thomas
Second District

Zev Yaroslavsky
Third District

Don Knabe
Fourth District

Michael D. Antonovich
Fifth District

TO: Each Supervisor

FROM:  Mitchell H. Katz, M.D.
Director

SUBJECT: **STATUS REPORT ON KEY INDICATORS OF
PROGRESS, HOSPITAL OPERATIONS, AND OTHER
ISSUES RELATED TO THE TRANSITION TO THE
NEW LAC+USC MEDICAL CENTER – PROGRESS
REPORT #98**



Mitchell H. Katz, M.D.
Director

Hal F. Yee, Jr., M.D., Ph.D.
Chief Medical Officer

Christina R. Ghaly, M.D.
Deputy Director, Strategic Planning

This is to provide your Board with the monthly report on the status of transitioning to the new LAC+USC Medical Center (LAC+USC). This report is the full monthly operational report with trends to include the month of February 2014.

Census Trending (ADC includes Psychiatric & Newborn Patients)

The Average Daily Census (ADC) for the month of February was 555 out of 676 licensed beds, an estimated 80% utilization rate (82% occupancy). The census for Medical/Surgical units was an estimated 89% utilization rate (91% occupancy) for February 2014.

Emergency Department (ED) Indicators

The attachment demonstrates a decrease in the ED wait times, ED boarding times, the rate of patients who left without being seen (LWBS), and number of patients transferred out in comparison to January 2014. The average daily census (ADC) for this period was stable. The Dangerously Overcrowding Level Comparison for February 2014 was 6% compared to 26.3% in January 2014.

If you have any questions or need additional information, please contact me or Dan Castillo, LAC+USC Chief Executive Officer, at (323) 409-2800.

DC:ab

Attachment

c: Chief Executive Office
County Counsel
Executive Office, Board of Supervisors

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Fax: (213) 481-0503

www.dhs.lacounty.gov

*To ensure access to high-quality,
patient-centered, cost-effective
health care to Los Angeles County
residents through direct services at
DHS facilities and through
collaboration with community and
university partners.*



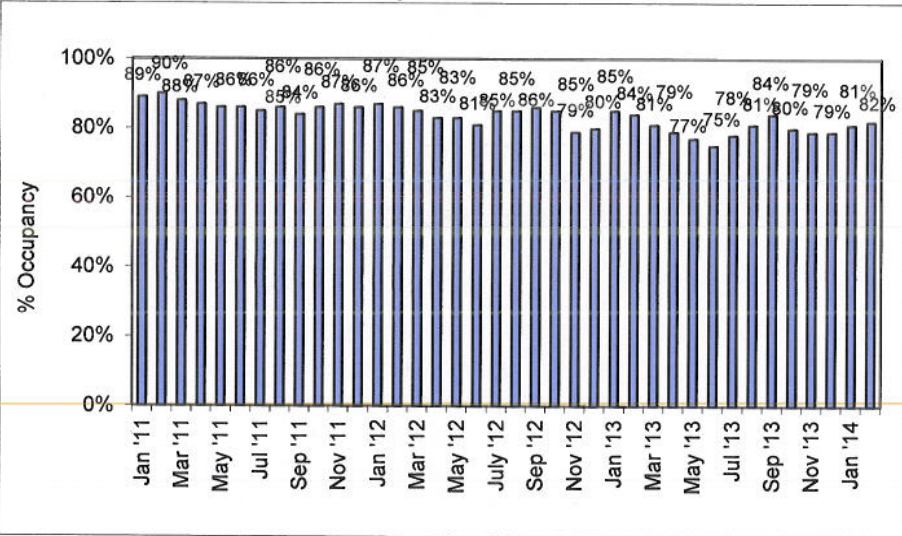
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Indicator	Definition	Data	Comments																																																																														
Indicator #1 – Trends in Average Daily Census and Hospital Operations Metrics																																																																																	
1a. Average Daily Census (ADC)	<p>ADC: A measure of the total number of inpatients occupying licensed beds on a daily basis reported as the arithmetic mean.</p> <p>Calculation: Total number of admitted inpatients at 12:00 AM midnight daily, summed over the month and divided by the total number of days in the month.</p> <p>Source of Data: Affinity</p>	<p style="text-align: center;">ADC</p> <table><thead><tr><th>Month</th><th>ADC</th></tr></thead><tbody><tr><td>Jan '11</td><td>593</td></tr><tr><td>Feb '11</td><td>600</td></tr><tr><td>Mar '11</td><td>586</td></tr><tr><td>Apr '11</td><td>577</td></tr><tr><td>May '11</td><td>575</td></tr><tr><td>Jun '11</td><td>572</td></tr><tr><td>Jul '11</td><td>569</td></tr><tr><td>Aug '11</td><td>579</td></tr><tr><td>Sep '11</td><td>561</td></tr><tr><td>Oct '11</td><td>575</td></tr><tr><td>Nov '11</td><td>587</td></tr><tr><td>Dec '11</td><td>580</td></tr><tr><td>Jan '12</td><td>582</td></tr><tr><td>Feb '12</td><td>580</td></tr><tr><td>Mar '12</td><td>572</td></tr><tr><td>Apr '12</td><td>561</td></tr><tr><td>May '12</td><td>558</td></tr><tr><td>Jun '12</td><td>547</td></tr><tr><td>Jul '12</td><td>573</td></tr><tr><td>Aug '12</td><td>576</td></tr><tr><td>Sep '12</td><td>585</td></tr><tr><td>Oct '12</td><td>572</td></tr><tr><td>Nov '12</td><td>534</td></tr><tr><td>Dec '12</td><td>537</td></tr><tr><td>Jan '13</td><td>573</td></tr><tr><td>Feb '13</td><td>563</td></tr><tr><td>Mar '13</td><td>545</td></tr><tr><td>Apr '13</td><td>542</td></tr><tr><td>May '13</td><td>525</td></tr><tr><td>Jun '13</td><td>504</td></tr><tr><td>Jul '13</td><td>529</td></tr><tr><td>Aug '13</td><td>550</td></tr><tr><td>Sep '13</td><td>569</td></tr><tr><td>Oct '13</td><td>543</td></tr><tr><td>Nov '13</td><td>538</td></tr><tr><td>Dec '13</td><td>536</td></tr><tr><td>Jan '14</td><td>553</td></tr><tr><td>Feb '14</td><td>555</td></tr></tbody></table> <p>Note: Average Daily Census number reported includes Medical Center + Psych + Newborns Census.</p>	Month	ADC	Jan '11	593	Feb '11	600	Mar '11	586	Apr '11	577	May '11	575	Jun '11	572	Jul '11	569	Aug '11	579	Sep '11	561	Oct '11	575	Nov '11	587	Dec '11	580	Jan '12	582	Feb '12	580	Mar '12	572	Apr '12	561	May '12	558	Jun '12	547	Jul '12	573	Aug '12	576	Sep '12	585	Oct '12	572	Nov '12	534	Dec '12	537	Jan '13	573	Feb '13	563	Mar '13	545	Apr '13	542	May '13	525	Jun '13	504	Jul '13	529	Aug '13	550	Sep '13	569	Oct '13	543	Nov '13	538	Dec '13	536	Jan '14	553	Feb '14	555	<p>ADC provided as background information.</p> <p>Graphs depict data from January 2011 to present.</p>
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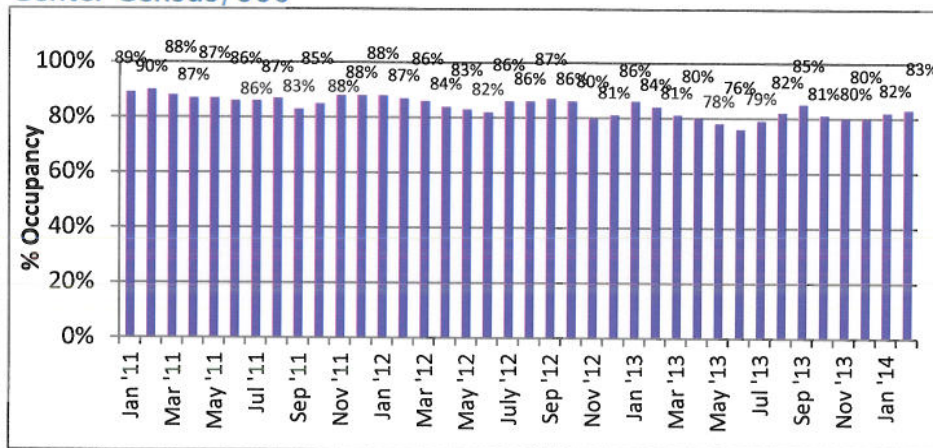
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Indicator #1 – Trends in Average Daily Census and Hospital Operations Metrics

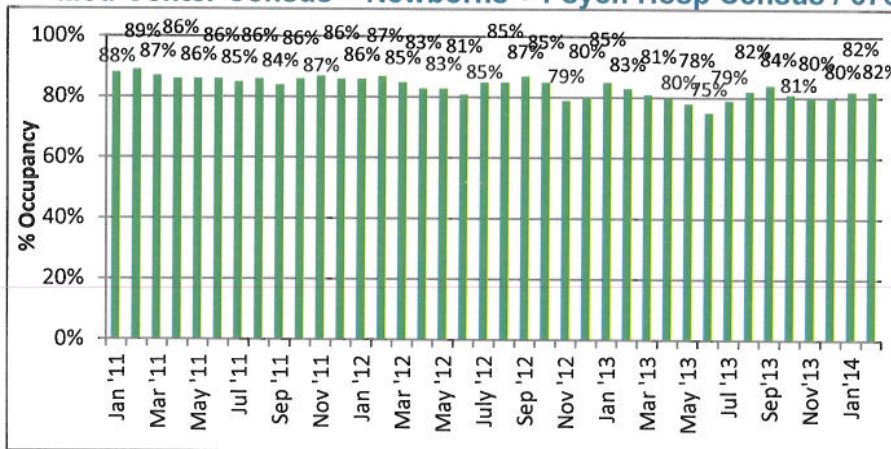
<div>1b.</div> <div>Occupancy Rate LAC+USC Medical Center</div>	<div>Definition:</div> <div>A measure of the usage of the licensed beds during the reporting period that is derived by dividing the patient days in the reporting period by the licensed bed days in the reporting period.</div> <div>Calculation:</div> <div>The total number of admitted inpatients at 12:00 AM midnight, including women in labor, may include normal newborns and psychiatric inpatients divided by licensed or budgeted beds.</div> <div>Source of Data:</div> <div>Affinity</div> <div>Target:</div> <div>95%</div>	<div>Medical Center Licensed Occupancy Rate (excluding Newborns) = Med Center Census - Newborns / 600</div> <div><table><caption>Medical Center Licensed Occupancy Rate (excluding Newborns) - Monthly Data</caption><thead><tr><th>Month</th><th>% Occupancy</th></tr></thead><tbody><tr><td>Jan '11</td><td>89%</td></tr><tr><td>Feb '11</td><td>90%</td></tr><tr><td>Mar '11</td><td>88%</td></tr><tr><td>Apr '11</td><td>87%</td></tr><tr><td>May '11</td><td>86%</td></tr><tr><td>Jun '11</td><td>86%</td></tr><tr><td>Jul '11</td><td>85%</td></tr><tr><td>Aug '11</td><td>84%</td></tr><tr><td>Sep '11</td><td>86%</td></tr><tr><td>Oct '11</td><td>87%</td></tr><tr><td>Nov '11</td><td>86%</td></tr><tr><td>Dec '11</td><td>87%</td></tr><tr><td>Jan '12</td><td>86%</td></tr><tr><td>Feb '12</td><td>85%</td></tr><tr><td>Mar '12</td><td>83%</td></tr><tr><td>Apr '12</td><td>81%</td></tr><tr><td>May '12</td><td>85%</td></tr><tr><td>Jun '12</td><td>86%</td></tr><tr><td>Jul '12</td><td>85%</td></tr><tr><td>Aug '12</td><td>86%</td></tr><tr><td>Sep '12</td><td>85%</td></tr><tr><td>Oct '12</td><td>79%</td></tr><tr><td>Nov '12</td><td>80%</td></tr><tr><td>Dec '12</td><td>85%</td></tr><tr><td>Jan '13</td><td>84%</td></tr><tr><td>Feb '13</td><td>81%</td></tr><tr><td>Mar '13</td><td>79%</td></tr><tr><td>Apr '13</td><td>77%</td></tr><tr><td>May '13</td><td>75%</td></tr><tr><td>Jun '13</td><td>78%</td></tr><tr><td>Jul '13</td><td>81%</td></tr><tr><td>Aug '13</td><td>84%</td></tr><tr><td>Sep '13</td><td>80%</td></tr><tr><td>Oct '13</td><td>79%</td></tr><tr><td>Nov '13</td><td>79%</td></tr><tr><td>Dec '13</td><td>81%</td></tr><tr><td>Jan '14</td><td>82%</td></tr></tbody></table></div>	Month	% Occupancy	Jan '11	89%	Feb '11	90%	Mar '11	88%	Apr '11	87%	May '11	86%	Jun '11	86%	Jul '11	85%	Aug '11	84%	Sep '11	86%	Oct '11	87%	Nov '11	86%	Dec '11	87%	Jan '12	86%	Feb '12	85%	Mar '12	83%	Apr '12	81%	May '12	85%	Jun '12	86%	Jul '12	85%	Aug '12	86%	Sep '12	85%	Oct '12	79%	Nov '12	80%	Dec '12	85%	Jan '13	84%	Feb '13	81%	Mar '13	79%	Apr '13	77%	May '13	75%	Jun '13	78%	Jul '13	81%	Aug '13	84%	Sep '13	80%	Oct '13	79%	Nov '13	79%	Dec '13	81%	Jan '14	82%	<div>For comparison, occupancy rates reported in the old facility were reported including newborns and were based on budgeted beds.</div>
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Medical Center Licensed Occupancy Rate (including Newborns) **Med Center Census/600**



Medical Center Budgeted Occupancy
Med Center Census + Newborns + Psych Hosp Census / 676



Medical Center = New Facility + Psychiatric Hospital

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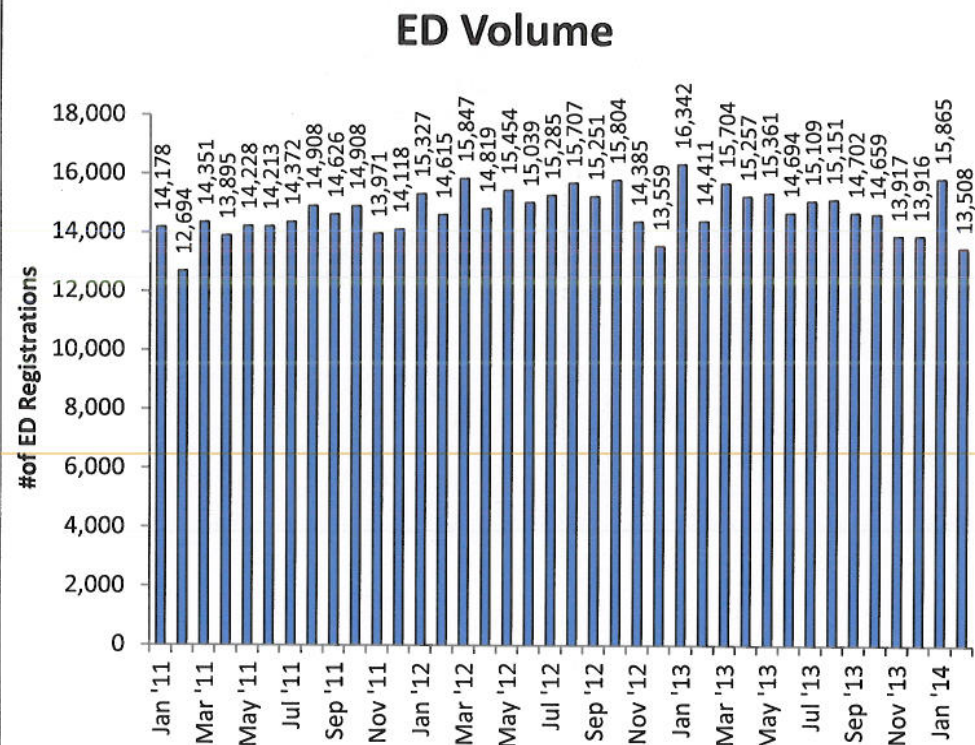
Indicator #2 - Emergency Department Metrics

2a.
ED
Volume

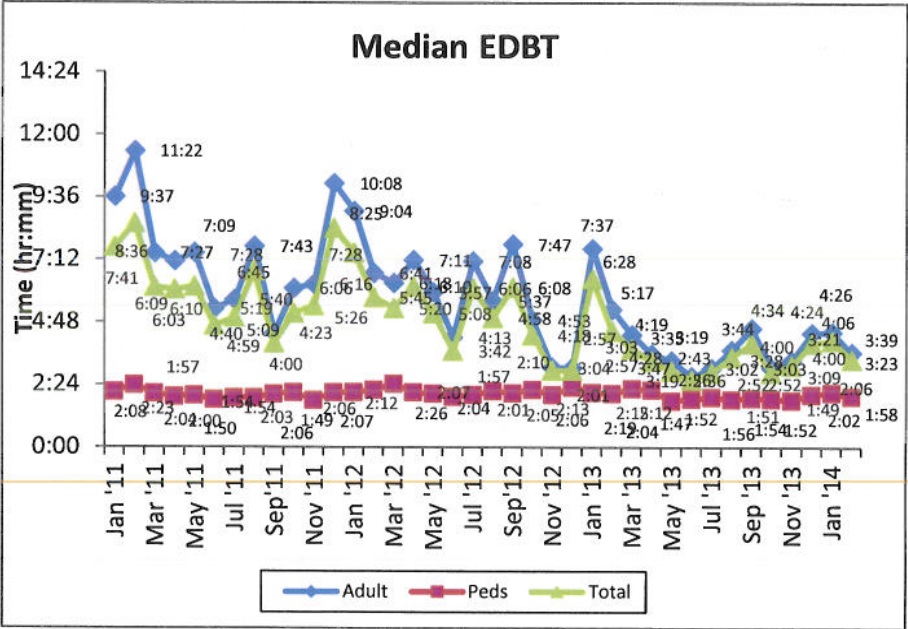
ED Volume:

Measured by total number of Emergency Department patient registrations.

Source of Data:
 Affinity

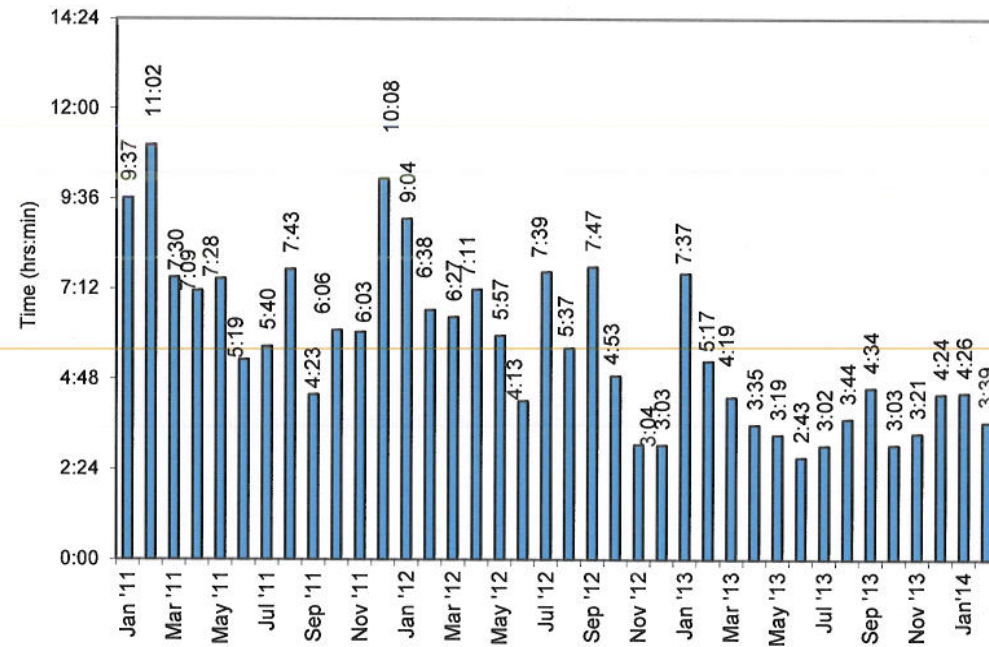


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<p>2b. Median Emergency Department Boarding Time (EDBT)</p>	<p>Boarding Time: Time from MD Admit time (effective date and time of pre-admit) to time the patient actually leaves the ED en route to assigned bed (effective date and time of the ED disposition).</p> <p>Calculation: The middle value in the set of individual boarding times for the month arranged in increasing order. If there is an even number of values, then the median is the average of the middle two values.</p>	 <p style="text-align: center;">Median EDBT</p> <p>Time (hr:mm)</p> <p>Legend: Adult (blue line with diamonds), Peds (red line with squares), Total (green line with triangles)</p>	
<p>*Harris Rodde Indicator</p>	<p>Source of Data: Affinity</p>	<p>February '14 data is preliminary data</p>	
	<p>Target: Less than 7 hours.</p>		

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Median Boarding Time (Adult)*

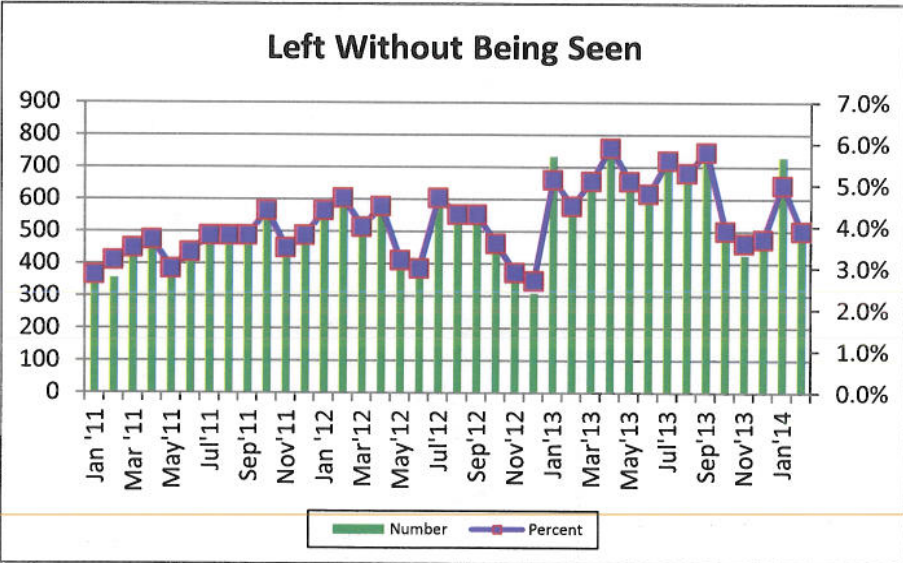


February '14 data is preliminary data

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<p>2c.</p> <p>ED Wait Time</p>	<p>ED Wait Time: Measured from time patient is triaged to time patient is either admitted or discharged reported as an arithmetic mean.</p> <p>Definition: Sum of all wait time values during the monthly reporting period divided by the total number of values.</p> <p>Source of Data: Affinity</p> <p>Target: No target value. Lower numbers are better.</p>	<p style="text-align: center;">Average ED Wait Time</p> <p>The chart displays three data series: Adult (blue line with diamond markers), Peds (red line with square markers), and Total (green line with triangle markers). The Y-axis is labeled 'Time (hrs:mm)' and ranges from 0:00 to 14:24 in increments of 2:24. The X-axis shows months from Jan '11 to Jan '14. Data points are labeled with their specific values. The Adult series generally shows the highest wait times, peaking at 11:21 in Jan '11 and 11:08 in Jul '13. The Peds series shows lower wait times, generally between 3:20 and 4:48. The Total series shows wait times between 7:12 and 10:31.</p> <p>Adult Wait Time : *Excludes Psych, Pediatric, Observation Unit, and Jail patients</p> <p>Total ED Wait time: *Excludes Psych, Observation Unit, and Jail patients</p> <p>February '14 data is preliminary data</p>
<p>Indicator #2 - Emergency Department Metrics</p>		

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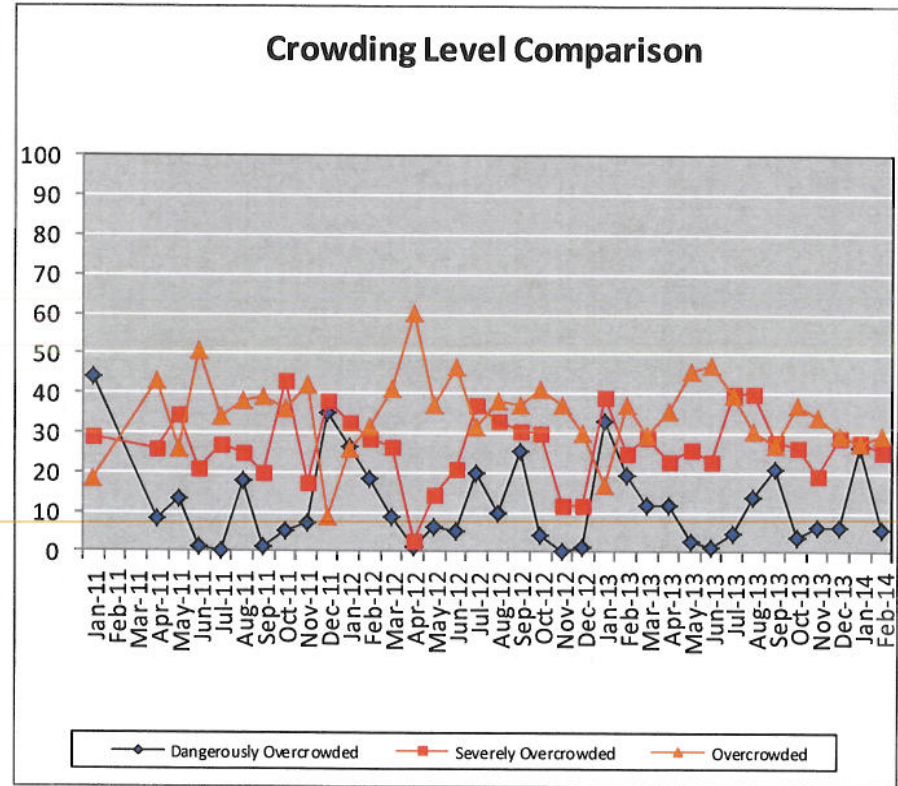
<p>2d.</p> <p>Left Without Being Seen (LWBS)</p> <p>*Harris Rodde Indicator</p>	<p>LWBS: The total number of patients who left the ED without being seen by a physician reported as a percentage of all ED visits.</p> <p>Calculation: The total number of patients who left the ED without being seen divided by the total number of ED patient visits on a monthly basis.</p> <p>Source of Data: Affinity</p> <p>Target: No target value. Lower numbers are better.</p>	<p style="text-align: center;">Left Without Being Seen</p>  <p>February '14 data is preliminary data</p>	
Indicator #2 - Emergency Department Metrics			

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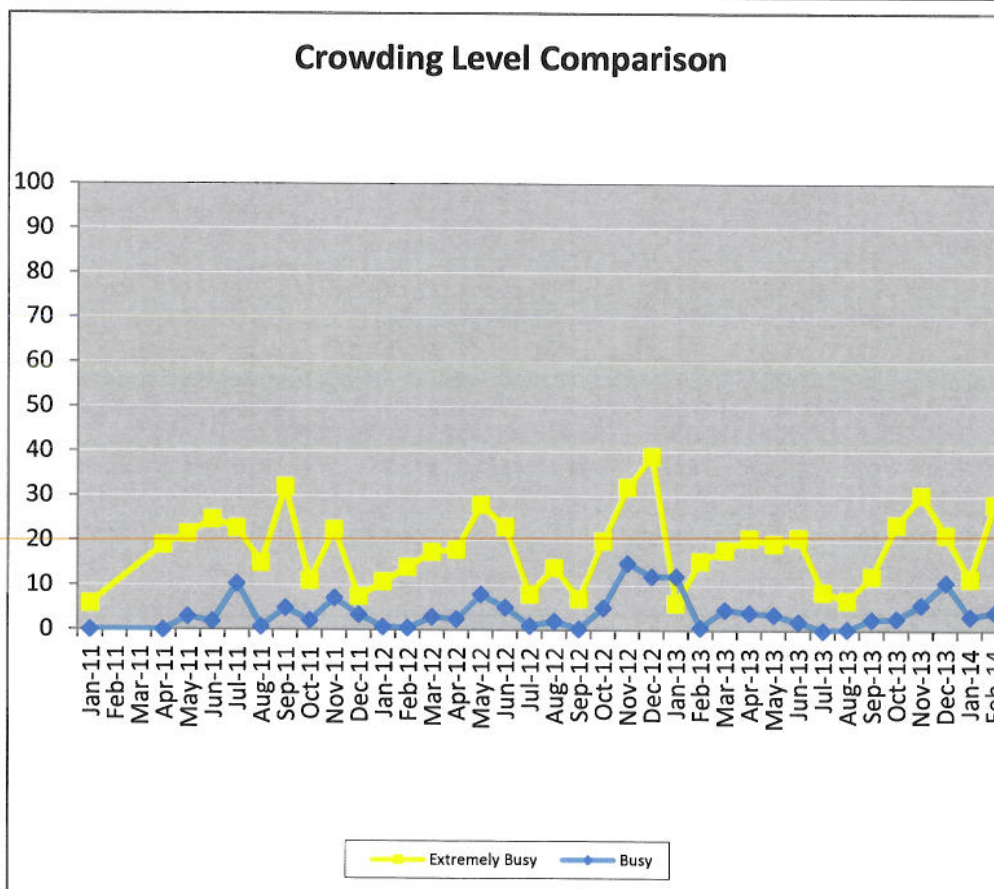
<div>2e.</div> <div>ED Diversion</div>	<div><div>ED Diversion:</div><div>A percentage measure of the time the ED diverts ambulance traffic away from the ED, reported as a function of the reason for diversion on a monthly basis.</div><div><div>Calculation:</div><div>The total number of hours of ED diversion for a specific reason divided by the total number of available hours in a month.</div></div><div><div>Source of Data:</div><div>ReddiNet</div></div></div>	<div><div>Diversion of ALS Units due to ED Saturation</div><div><div><div>% on Diversion (100% = Total hours in the month)</div><div><div><div><div><div><div>100</div><div>90</div><div>80</div><div>70</div><div>60</div><div>50</div><div>40</div><div>30</div><div>20</div><div>10</div><div>0</div></div><div><div><div><div>Jan '11</div><div>Feb '11</div><div>Mar '11</div><div>Apr '11</div><div>May '11</div><div>Jun '11</div><div>Jul '11</div><div>Aug '11</div><div>Sep '11</div><div>Oct '11</div><div>Nov '11</div><div>Dec '11</div><div>Jan '12</div><div>Feb '12</div><div>Mar '12</div><div>Apr '12</div><div>May '12</div><div>Jun '12</div><div>Jul '12</div><div>Aug '12</div><div>Sep '12</div><div>Oct '12</div><div>Nov '12</div><div>Dec '12</div><div>Jan '13</div><div>Feb '13</div><div>Mar '13</div><div>Apr '13</div><div>May '13</div><div>Jun '13</div><div>Jul '13</div><div>Aug '13</div><div>Sep '13</div><div>Oct '13</div><div>Nov '13</div><div>Dec '13</div><div>Jan '14</div></div></div></div><div><div>77</div><div>79</div><div>74</div><div>63</div><div>61</div><div>52</div><div>42</div><div>62</div><div>42</div><div>65</div><div>52</div><div>76</div><div>65</div><div>66</div><div>63</div><div>60</div><div>51</div><div>56</div><div>77</div><div>69</div><div>78</div><div>54</div><div>38</div><div>36</div><div>81</div><div>72</div><div>59</div><div>58</div><div>57</div><div>51</div><div>44</div><div>54</div><div>48</div><div>34</div><div>29</div><div>34</div><div>54</div><div>28</div></div></div></div></div></div></div></div></div>	<div>Key points:</div> <div><div>-- Diversion is for paramedic runs only; Basic Life Support ambulances still arrive.</div><div>-- When diversion is requested but all hospitals in the area are on diversion, patients go to the closest hospital. Therefore, ambulances often arrive while "on diversion".</div></div>
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2f.
Surge
Report



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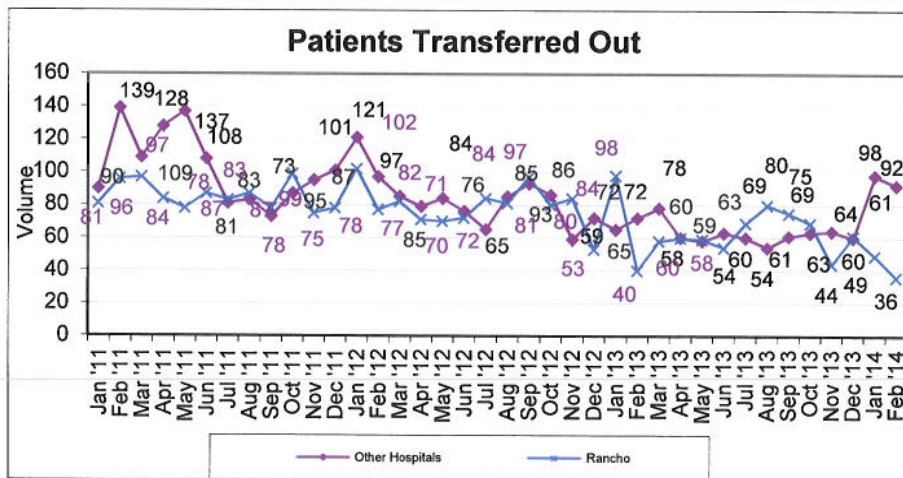
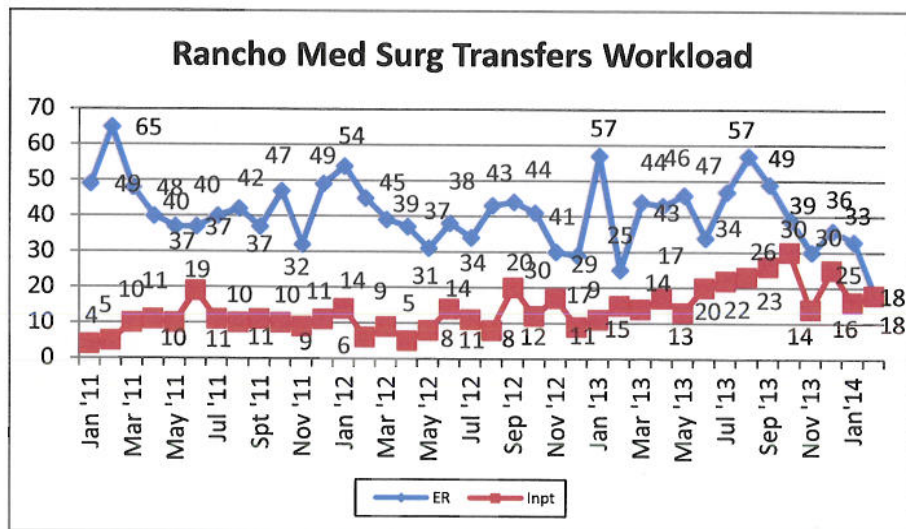


Indicator #3 – Trends for Patient Diversions and Transfers & #4 – Transfers to Rancho Los Amigos National Rehabilitation Center Metrics

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3. & 4. Rancho Los Amigos National Rehab- ilitation Center (RLANRC) Transfers	<p>Transfers: The volume of patients transferred to RLANRC for acute hospitalization from the Emergency Department and from Inpatient Units.</p> <p>Data Source: Manual record keeping.</p> <p>Cancelled category includes patients whose condition changed leading to higher level of care or discharge home.</p>	<p><u>Month of February '14</u></p> <p><u>Referrals from ER:</u></p> <table border="1"> <thead> <tr> <th></th><th>Med/Surg</th><th>Acute Stroke</th><th>Total</th></tr> </thead> <tbody> <tr> <td># Met transfer criteria</td><td>0</td><td>NA</td><td>-</td></tr> <tr> <td># Referred to RLANRC</td><td>0</td><td>18</td><td>18</td></tr> <tr> <td># Transfers</td><td>0</td><td>18</td><td>18</td></tr> <tr> <td># Denied</td><td>0</td><td>NA</td><td>-</td></tr> <tr> <td># Cancelled</td><td>0</td><td>NA</td><td>-</td></tr> <tr> <td># Patients Refused of Those Cancelled</td><td>0</td><td>NA</td><td>-</td></tr> </tbody> </table>		Med/Surg	Acute Stroke	Total	# Met transfer criteria	0	NA	-	# Referred to RLANRC	0	18	18	# Transfers	0	18	18	# Denied	0	NA	-	# Cancelled	0	NA	-	# Patients Refused of Those Cancelled	0	NA	-					
	Med/Surg	Acute Stroke	Total																																
# Met transfer criteria	0	NA	-																																
# Referred to RLANRC	0	18	18																																
# Transfers	0	18	18																																
# Denied	0	NA	-																																
# Cancelled	0	NA	-																																
# Patients Refused of Those Cancelled	0	NA	-																																
		<p><u>Referrals from Inpatients:</u></p> <table border="1"> <thead> <tr> <th></th><th>Med/Surg</th><th>Acute Stroke</th><th>Total</th></tr> </thead> <tbody> <tr> <td># Met transfer criteria</td><td>20</td><td>NA</td><td>-</td></tr> <tr> <td># Referred to RLANRC</td><td>20</td><td>1</td><td>21</td></tr> <tr> <td># Transfers</td><td>17</td><td>1</td><td>18</td></tr> <tr> <td># Denied</td><td>0</td><td>NA</td><td>-</td></tr> <tr> <td># Cancelled</td><td>2</td><td>NA</td><td>-</td></tr> <tr> <td># Patients Refused of Those Cancelled</td><td>0</td><td>NA</td><td>-</td></tr> <tr> <td>Other /Pending</td><td>1</td><td>NA</td><td>-</td></tr> </tbody> </table>		Med/Surg	Acute Stroke	Total	# Met transfer criteria	20	NA	-	# Referred to RLANRC	20	1	21	# Transfers	17	1	18	# Denied	0	NA	-	# Cancelled	2	NA	-	# Patients Refused of Those Cancelled	0	NA	-	Other /Pending	1	NA	-	
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* Other hospitals = Silver Lake (0), Managed Care Repatriation (92)

Data was revised to reflect total # of patients (including stroke patients) referred to Rancho Los Amigos National Rehabilitation Center

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Indicator #5 – Harris Rodde Indicators

<div>5.</div> <div>Average Length of Stay (ALOS)</div>	<div><div>LOS:</div><div>The difference between discharge date and the admission date or 1 if the 2 dates are the same.</div><div>Total LOS:</div><div>Calculation:</div><div>ALOS is the arithmetic mean calculated by dividing the Total LOS by the Total # of discharges in the monthly reporting period, rounded off to one decimal place.</div></div>	<div><div>Average Length of Stay</div><div><table><thead><tr><th>Period</th><th>Actual ALOS</th></tr></thead><tbody><tr><td>FY 04-05 (Avg)</td><td>6.4</td></tr><tr><td>FY 05-06 (Avg)</td><td>6.2</td></tr><tr><td>FY 06-07 (Avg)</td><td>5.9</td></tr><tr><td>FY 07-08 (Avg)</td><td>5.7</td></tr><tr><td>FY 08-09 (Avg)</td><td>5.5</td></tr><tr><td>FY 09-10 (Avg)</td><td>5.8</td></tr><tr><td>FY 10-11 (Avg)</td><td>6.4</td></tr><tr><td>FY 11-12 (Avg)</td><td>6.2</td></tr><tr><td>Jul 12</td><td>6.4</td></tr><tr><td>Aug 12</td><td>6.3</td></tr><tr><td>Sep 12</td><td>6.4</td></tr><tr><td>Oct 12</td><td>6.5</td></tr><tr><td>Nov 12</td><td>6.5</td></tr><tr><td>Dec 12</td><td>6.2</td></tr><tr><td>Jan 13</td><td>6.0</td></tr><tr><td>Feb 13</td><td>7.1</td></tr><tr><td>Mar 13</td><td>6.8</td></tr><tr><td>Apr 13</td><td>6.2</td></tr><tr><td>May 13</td><td>6.5</td></tr><tr><td>Jun 13</td><td>6.4</td></tr><tr><td>Jul 13</td><td>6.0</td></tr><tr><td>Aug 13</td><td>6.1</td></tr><tr><td>Sep 13</td><td>6.4</td></tr><tr><td>Oct 13</td><td>6.2</td></tr><tr><td>Nov 13</td><td>6.4</td></tr><tr><td>Dec 13</td><td>6.3</td></tr><tr><td>Jan 14</td><td>6.2</td></tr><tr><td>Feb 14</td><td>6.3</td></tr></tbody></table><div><div>◆ Target ALOS</div><div>■ Actual ALOS</div></div></div></div>	Period	Actual ALOS	FY 04-05 (Avg)	6.4	FY 05-06 (Avg)	6.2	FY 06-07 (Avg)	5.9	FY 07-08 (Avg)	5.7	FY 08-09 (Avg)	5.5	FY 09-10 (Avg)	5.8	FY 10-11 (Avg)	6.4	FY 11-12 (Avg)	6.2	Jul 12	6.4	Aug 12	6.3	Sep 12	6.4	Oct 12	6.5	Nov 12	6.5	Dec 12	6.2	Jan 13	6.0	Feb 13	7.1	Mar 13	6.8	Apr 13	6.2	May 13	6.5	Jun 13	6.4	Jul 13	6.0	Aug 13	6.1	Sep 13	6.4	Oct 13	6.2	Nov 13	6.4	Dec 13	6.3	Jan 14	6.2	Feb 14	6.3	<div>The increasing length of stay observed in January and February 2013 is largely attributed to the discharge of several patients with extended lengths of stay. In February 2014, this includes 3 patients who were discharged with LOS > 100. Without the effect of these 6 patients, ALOS would have been 6.2 rather than 6.3.</div>
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<div>*Harris Rodde Indicator</div>	<div><div>Source of Data:</div><div>Affinity</div><div>Target: <5.5 days</div></div>	<div><div>*Medical Center (New Facility + Psychiatric Hospital) ALOS - Preliminary data pending Auditor-Controller validation</div></div>	<div><div>*As of July 2010 with the consolidation of Ingleside and Hawkins, all psychiatric services are now included.</div></div>																																																										

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Indicator #6 – Pediatric Metrics

6. Pediatric Bed Census and Occupancy (%)	Census: The total number admitted pediatric inpatients at 12:00 AM midnight of a designated pediatric ward.	Date	NICU (40 Beds)	Peds Ward (25 Beds)	PICU (10 Beds)	Med/Surg Adolescent (20 Beds)
Pediatric ICU (PICU) Neonatal ICU (NICU) Pediatric Unit Adolescent Unit	Occupancy: The total number of admitted pediatric inpatients divided by the total number of licensed beds on that unit and reported as a percentage.	Jan-11	55%	60%	70%	70%
		Feb-11	57%	68%	80%	80%
		Mar-11	57%	60%	70%	75%
		Apr-11	55%	64%	50%	75%
		May-11	57%	56%	50%	80%
		Jun-11	70%	52%	60%	75%
		Jul-11	58%	44%	50%	70%
		Aug-11	58%	44%	40%	75%
		Sep-11	58%	40%	50%	75%
		Oct-11	55%	52%	60%	70%
		Nov-11	62%	60%	70%	75%
		Dec-11	65%	40%	60%	70%
		Jan-12	60%	52%	60%	75%
		Feb-12	55%	56%	60%	70%
		Mar-12	55%	64%	50%	75%
		Apr-12	53%	48%	50%	65%
		May-12	42%	40%	50%	70%
		Jun-12	38%	44%	50%	60%
		Jul-12	45%	48%	60%	80%
		Aug-12	57%	48%	50%	75%
		Sep-12	63%	56%	50%	80%
		Oct-12	58%	64%	60%	70%
		Nov-12	63%	44%	50%	45%
		Dec-12	73%	36%	60%	50%
		Jan-13	63%	48%	70%	70%
		Feb-13	50%	48%	70%	75%
		Mar-13	53%	44%	60%	75%

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		<table><tr><th>Date</th><th>NICU (40 Beds)</th><th>Peds Ward (25 Beds)</th><th>PICU (10 Beds)</th><th>Med/Surg Adolescent (20 Beds)</th></tr><tr><td>Apr-13</td><td>53%</td><td>40%</td><td>50%</td><td>55%</td></tr><tr><td>May-13</td><td>43%</td><td>44%</td><td>60%</td><td>45%</td></tr><tr><td>Jun-13</td><td>48%</td><td>48%</td><td>50%</td><td>35%</td></tr><tr><td>Jul-13</td><td>48%</td><td>32%</td><td>50%</td><td>60%</td></tr><tr><td>Aug-13</td><td>45%</td><td>40%</td><td>40%</td><td>75%</td></tr><tr><td>Sep-13</td><td>48%</td><td>48%</td><td>40%</td><td>80%</td></tr><tr><td>Oct-13</td><td>53%</td><td>44%</td><td>40%</td><td>55%</td></tr><tr><td>Nov-13</td><td>43%</td><td>32%</td><td>50%</td><td>60%</td></tr><tr><td>Dec-13</td><td>40%</td><td>44%</td><td>40%</td><td>60%</td></tr><tr><td>Jan-14</td><td>45%</td><td>40%</td><td>50%</td><td>75%</td></tr><tr><td>Feb-14</td><td>53%</td><td>48%</td><td>40%</td><td>60%</td></tr></table>	Date	NICU (40 Beds)	Peds Ward (25 Beds)	PICU (10 Beds)	Med/Surg Adolescent (20 Beds)	Apr-13	53%	40%	50%	55%	May-13	43%	44%	60%	45%	Jun-13	48%	48%	50%	35%	Jul-13	48%	32%	50%	60%	Aug-13	45%	40%	40%	75%	Sep-13	48%	48%	40%	80%	Oct-13	53%	44%	40%	55%	Nov-13	43%	32%	50%	60%	Dec-13	40%	44%	40%	60%	Jan-14	45%	40%	50%	75%	Feb-14	53%	48%	40%	60%	
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Indicator #7 – Med Surg / ICU / OB/GYN Metrics							
7. Med Surg / ICU Bed Census and Occupancy (%) Medical Surgical Unit (Med Surg) Jail Unit (Jail)	Census: The total number admitted inpatients at 12:00 AM midnight of a designated ward.						
	Occupancy: The total number of admitted inpatients divided by the total number of licensed beds on that unit and reported as a percentage.						
	Source of Data: Affinity						
ICUs (Excluding Burn ICUs) OB/GYN Unit (Med Surg)		Date	Med Surg (309 beds)	Jail (24 Beds)	ICUs (120 Beds)	Burn* (20 Beds)	OB/GYN (Med Surg) (32 beds)
		Nov-12	87%	83%	83.5 %	51%	87%
		Dec-12	88%	71%	83%	44%	83%
		Jan-13	95%	73%	85%	55%	98%
		Feb-13	93%	59%	87%	61%	95%
		Mar-13	91%	62%	82%	47%	93%
		Apr-13	88%	82%	85%	57%	99%
		May-13	88%	66%	82%	57%	90%
		Jun-13	82%	71%	80%	60%	81%
		Jul-13	88%	79%	82%	42%	88%
		Aug-13	93%	79%	83%	44%	91%
		Sep-13	95%	83%	83%	50%	100%
		Oct-13	91%	72%	78%	59%	95%
		Nov-13	91%	66%	82%	67%	83%
		Dec-13	90%	73%	80%	60%	83%
		Jan-14	92%	72%	86%	45%	93%
		Feb-14	91%	79%	85%	53%	96%
* Burn= Both ward (10) and ICUs (10)							